Visioning For Success
January 28, 2013

Troy

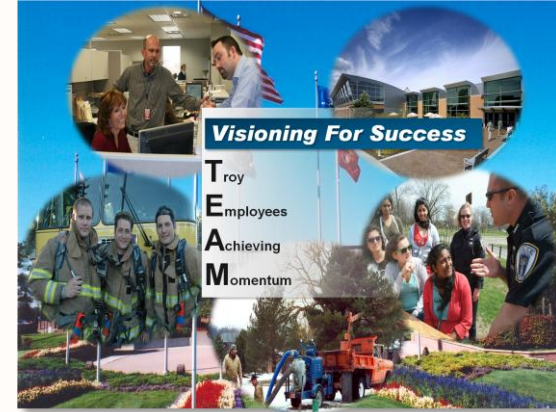**E**mployees

Achieving

Momentum
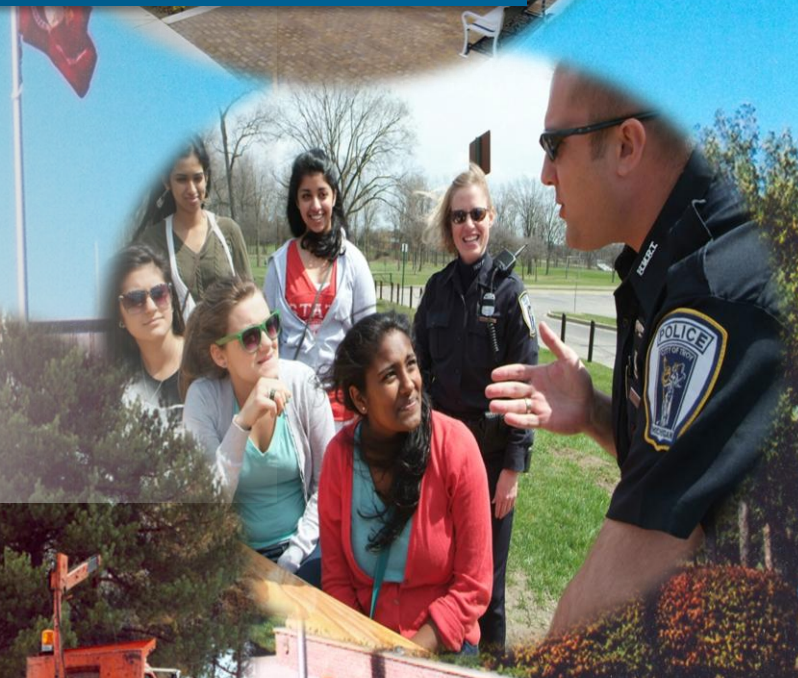
Staff Successes
Short-Term & Long-Term

City Manager's Office

• Successfully developed and implemented a 3-year budget with budget process improvements.
  • The 3-year Budget is tool that allows the City to take a long-term approach to financial planning.
•Creation of the Open Troy system.

City Attorney's Office

• Minimized City liability through education, active involvement, and aggressive defense of lawsuits.
  • Successfully obtained outright dismissals or settlements less than insurance recommendations in all damage cases against the City

• Essential participant in improving public safety through aggressive prosecution of misdemeanor crimes at a lower cost than outsourcing.
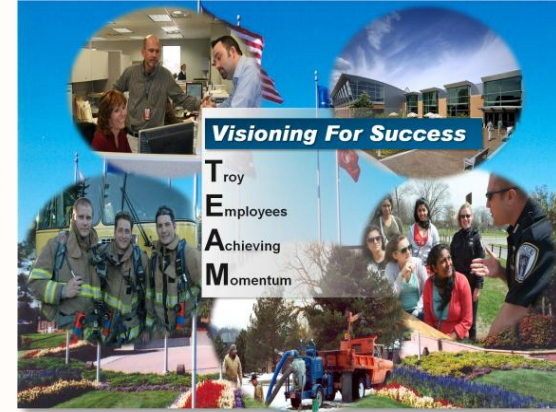
Staff Successes
Short-Term & Long-Term

Human Resources

- Success of Interest Based Bargaining – Both parties are trained by a qualified impartial facilitator in a process that brings them together for mutual problem solving as opposed to taking adversarial positions.
  - The City of Troy has not had to arbitrate a collective bargaining agreement since its implementation in 2001.
- Right –To-Work Program – Limits workers compensation costs by bridging the employee into a job within the physical limitations of their disability.

City Clerk's Office

- Piloted two new electronic systems.
  - The Clerk's Office is piloting an election results transmittal system, which makes it possible to transmit the results directly to the Oakland County Elections Division from the precincts on election night, saving time and labor.
- Repaired and reenergized a divided department.

Staff Successes
Short-Term & Long-Term

Police Department

• The City of Troy has received the title of Safest City in Michigan according to the CQ Press 11 of the last 15 years.
  • The Department has maintained a high level of police service while reducing crime in the face of reduced staffing.
• The Police Department is using innovative techniques to provide quality services, including: Hot Spot Analysis, computerized crime mapping, coupled with innovative crime analysis tools, social networking tools, and on-line crime reporting.

Fire Department

• Maintenance of a Volunteer Fire Department for over 30 years.
  • With a volunteer Fire Department, the Insurance Services Office Property Protection Class for Troy has improved from a class 7 in 1966, to a class 3 in 2002 - less than 3% of fire departments in Michigan have a rating of 3 or better.
• Development of a fire prevention focus/culture within City government.
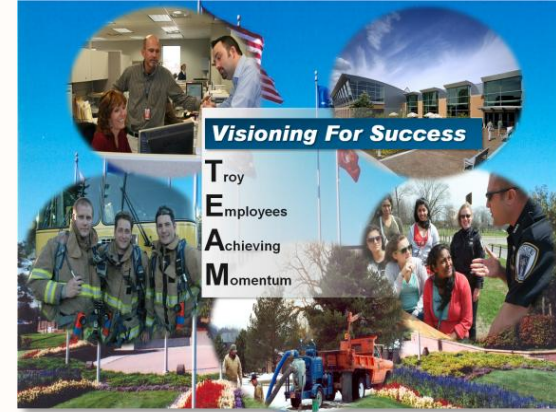
Staff Successes
Short-Term & Long-Term

**Finance Department
&
Treasurer's Office**

• Received GFOA's Award for Excellence in Financial Reporting for the City's Popular Annual Financial Report (PAFR) and Comprehensive Annual Financial Report (CAFR) every year since 1997.
- •Requiring a significant commitment from Finance staff, these documents help the City's bond rating by demonstrating the City's commitment to financial excellence, and providing additional transparency to residents.
•Finance led in the conversion/implementation of New World Systems – Integrated Financial System.
• Implementation of electronic tax settlement
• Addition of Passport services

**City Assessor's
Office**

• The Assessor's Office administers the 3rd highest tax base in the State, only behind Detroit and Grand Rapids.
- • There is a 60% residential/40% commercial split, and 6,000 personal property parcels in Troy.
• Level IV Assessor and almost all Appraisers have a level III State Assessor Certification.
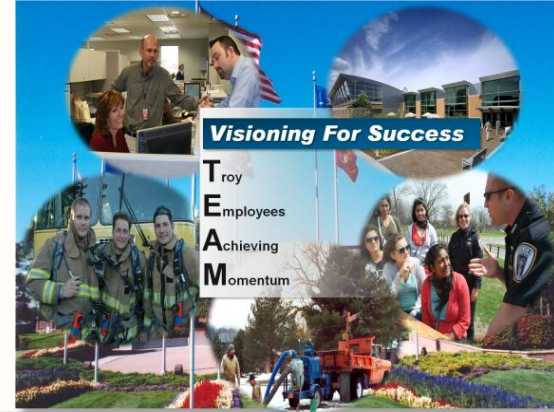
Staff Successes
Short-Term & Long-Term
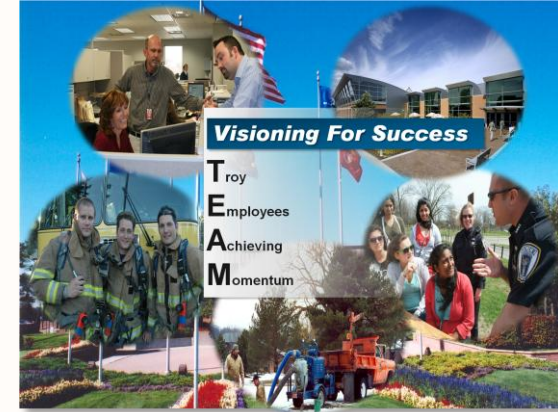
Purchasing Department

- Establishing E-procurement
    - The MITN System, of which Troy is a founding member, has automated a substantial part of the bidding process and allowed us to migrate from a 4-person office to a 2-person office. This has created efficiencies, such as: the City no longer maintains a vendor database.
- National recognition for Purchasing Excellence for 8 consecutive years.

Information Technology

- Implemented New World Financial systems.
    - All departments now have direct access to their budget along with current revenues and expenditures, eliminating the need for monthly financial report distribution to the departments.
- Implemented City-wide network.

Staff Successes
Short-Term & Long-Term

**Economic Development & Community Affairs**
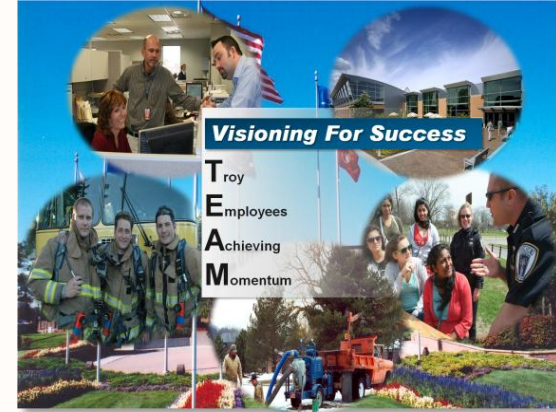
- Implementation of the Economic Gardening Program
    - The City of Troy has established an Economic Gardening Advisory Committee made up of key partners (Michigan Economic Development Corporation, Troy Chamber of Commerce, Automation Alley, and Walsh College) to guide the program and help connect Troy businesses to the resources they need.
- Responsible for the new website design and implementation.
    - The new website makes navigation easier for residents and business owners, reducing the number of clicks to view information, it is smart-phone friendly, and the development portal allows developers to view and comment on development projects.

Recreation

- Completion of the Community Center
    - Replaced a 24,000 square foot building with meeting space to a 127,000 square foot community recreation center with gym, fitness, dance, banquet, meeting space, and senior programming.
- Recreation analyzed its cost structure to develop a net zero programming cost.
- The Department outsourced management of golf course operations to Billy Casper Golf in 2010.

Staff Successes
Short-Term & Long-Term
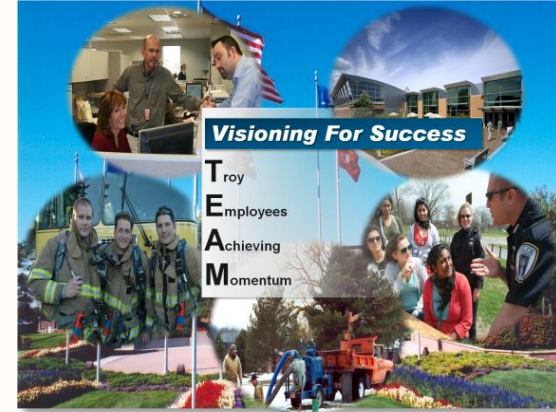
Library

- Developing the Library Strategic Plan, 2013-2015
  - 3 primary goals – Excel at user experience, Increase awareness of library value and vibrancy, and Build a robust infrastructure for community support and partnership
- The Troy Public Library and staff has won various awards
  - #10 Best Library in the United States 2009, American Library Association Grant – only 1 in United States

Planning Department

- Developed a new Master Plan and Zoning Ordinance.
  - The new web-based Zoning Ordinance encourages redevelopment and reuse of properties through mixed-use development , allowing for more creative uses in previously restrictive zoning classification. This helps to create an Environment for Investment in Troy.
- Developed a new culture within the Planning Department, creating a positive work environment that is fast, fair, and predictable.
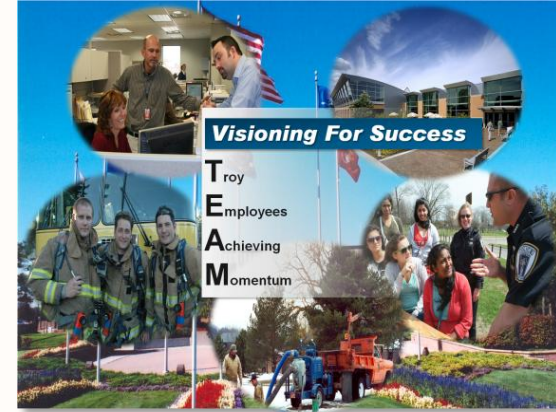
Staff Successes
Short-Term & Long-Term

Engineering Department

- Completion of the largest major road construction program in the City's history
    - 32 Major Road Construction Projects from 2000-2013 covering Big Beaver, Rochester, Livernois, Stephenson, Maple, Long Lake and others. 5 Major Road Projects on the way in 2015-2019
- Coordinate with other city departments on the Troy Transit Center planning, development, construction and sustainability plan.
- Widening and Reconstruction of Big Beaver & Rochester Roads.

Fleet Maintenance (Motor Pool)

- The Fleet Maintenance Division has a 98% Ready to Roll Rate, which is unheard of anywhere.
    - The Fleet Maintenance operation provides a 98% ready to roll operation to its 13 in-sourced clients, through a scheduled 50 point inspection, two shift operation, flexibility, and balanced in house vs. contracted services.

Staff Successes
## Short-Term & Long-Term

Parks, Streets & Drains

- Due to staff reductions, the Parks, Streets & Drains Division rebalanced in-house vs. contracted services, increasing the number of contracted services.
    - The rebalancing of in house vs. contracted services was accomplished by combining contracts, revising specifications, and reducing levels of service levels in key areas.

Water & Sewer

- The Department replaced all meter readers with radio reads.
    - This replacement was completed in a 4.5 year time frame and allowed for the five meter readers covering the reading of a meter district 5 days a month to be redistributed to daily work allowing maintenance schedules for fire hydrants, valves, sewer cleaning and inspection to meet industry standards.

Building Operations

- : The Building Operations team developed a building utility and maintenance efficiency program.
    - Efficiency has been maximized by replacing all building lighting with Led fixtures; and replacing heating, air cooling and air handling equipment in City Hall, Library and Fire Stations with a computerized energy management system.

Council Input

Visioning For Success
Troy Employees Achieving Momentum
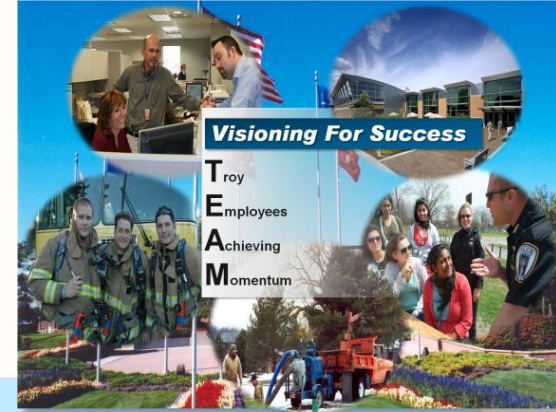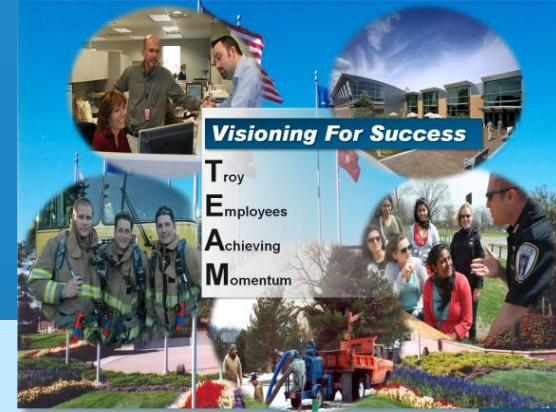
Questions:
- What kind of Community do we want to be?
- How can we improve efficiencies, reduce cost and increase revenue?

Work with Council:
- Philosophy: Work with Council as a whole
- Continue the process of sending out information to all Council members
- Budget Process – thorough review
- Establish/refine goals, objectives, and matrixes

Services and Programs:
- Continue to consolidate, collaborate, and privatize where appropriate
- Identify and analyze cost neutral position of programs.
- Hire/Contract Pension Fund professional
- Develop a strong relationship between the City and the School District

Look to the Future:
- Change Agent for Continuous Improvements
- Schedule to evaluate a plan for the future
- Re-evaluate ICMA Report recommendations and its implementation status
- Draft a Sustainability Plan for the Transit Center and timeline of activities for 2013.

Staff Recommendations for Continuous Improvements
Employee Relations
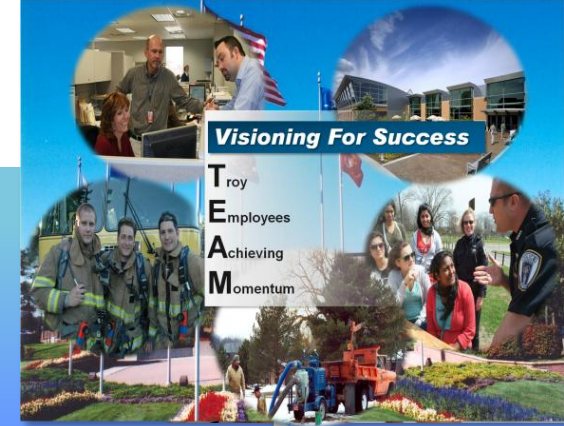
Help Improve Morale	Stabilize Work Force	Evaluate Pay & Benefit Programs/Initiatives

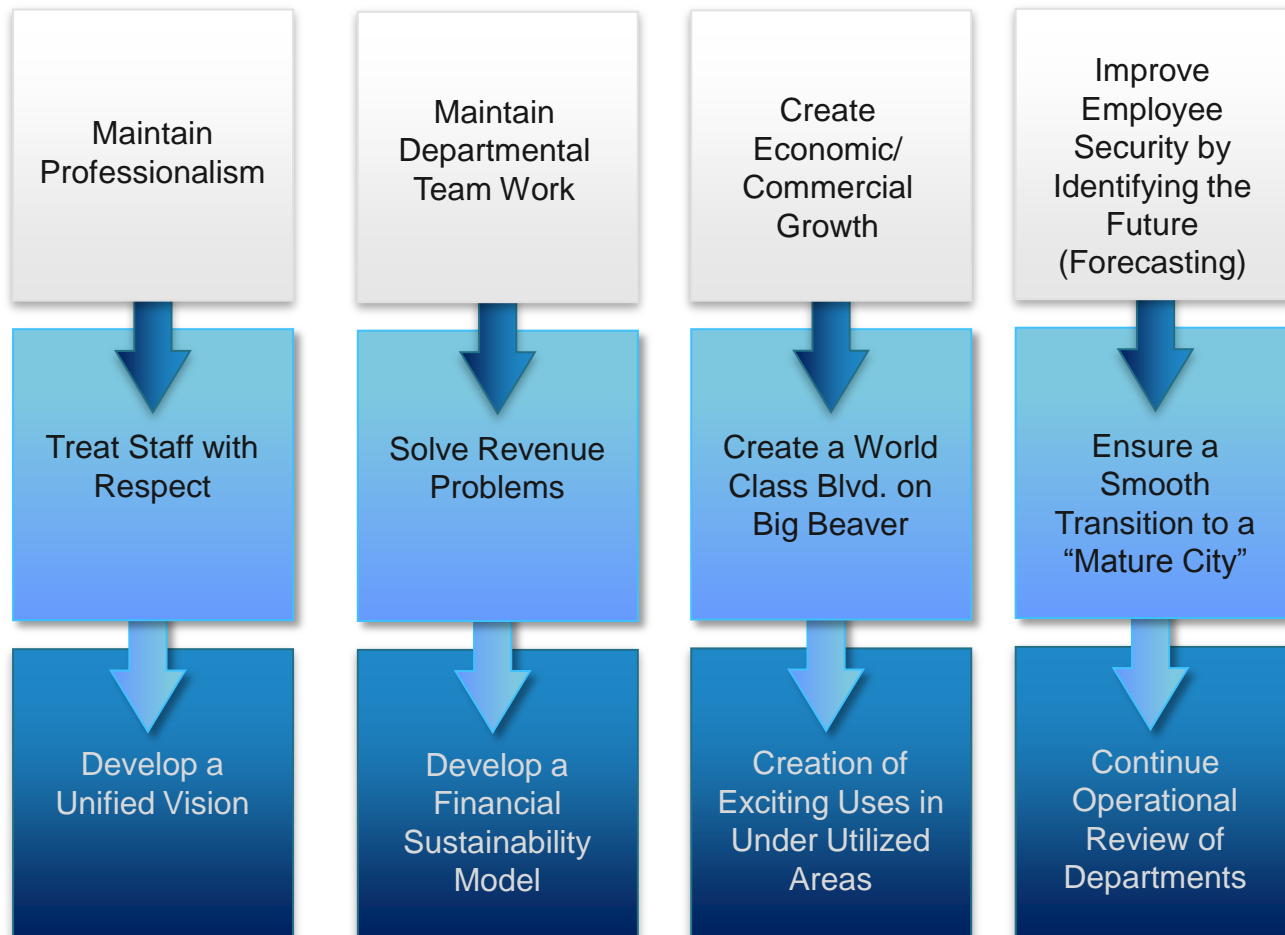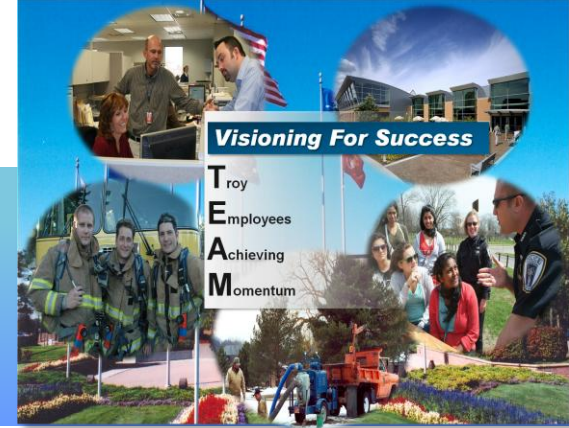| Develop Staff Recognition Program	**Communication**

Increase Staff Training	Hire Based on Attitude as well as Aptitude	Create a Succession Plan

Staff Recommendations for Continuous Improvements
Managerial Relations

Maintain Professionalism	Maintain Departmental Team Work	Create Economic/ Commercial Growth	Improve Employee Security by Identifying the Future (Forecasting)
Treat Staff with Respect	Solve Revenue Problems	Create a World Class Blvd. on Big Beaver	Ensure a Smooth Transition to a "Mature City"
Develop a Unified Vision	Develop a Financial Sustainability Model	Creation of Exciting Uses in Under Utilized Areas	Continue Operational Review of Departments

Staff Recommendations for Continuous Improvements

Process Improvements
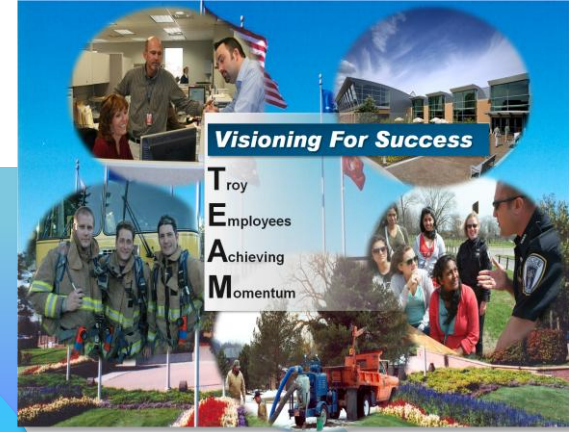
Increase On-Line Processes for Departments

Records Storage

Capital Improvement Plan

Increase Involvement in Michigan Public Purchasing Officers Association for training

Explore more Co-Op Purchasing Opportunities (MITN, Oakland/Macomb County, State Purchasing)

Continue Field Device Implementation

Utilize existing Systems for Process Improvement

Expand upon Economic Growth Partnerships (MI Community Works, Colleges, Regional Partnerships)

Electronic Economic Development Tools (E-Newsletter, GIS, Office Search)

Identify & Brainstorm
Top 10

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THANK YOU!